

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

DECORATOR INDUSTRIES INC

Northwest Wisconsin Manufacturing Outreach Center

Decorator Industries Prepares for Continued Growth

Client Profile:

Decorator Industries, Inc., located in Abbotsford, Wisconsin, has been in business for over 54 years. Products include interior furnishings such as draperies, bedspreads, comforters/coverlets, bed skirts, duvets, drapery hardware, valances, cornices, swags, pillows/bolsters, and shades/blinds. Headquartered in Pembroke Pines, Florida, the company employs 60 people at its facility in Abbotsford.

Situation:

Decorator Industries' General Manager, Dan Hannula, wanted to increase production, eliminate waste, become more efficient, and prepare his company for growth. He had previously worked with the Northwest Wisconsin Manufacturing Outreach Center (NWMOC), a NIST MEP network affiliate, when he wanted to increase production. An introduction to Lean principles helped secure the "buy-in" of employees on the floor and set the stage for progress. The company soon outgrew their old facility and made plans to move to a larger new one. With a desire to "do it right," Hannula called NWMOC to enlist their help once again.

Solution:

NWMOC advisors were excited to return to Decorator Industries to assist them with production plans for their new facility. Building on the groundwork previously set, they reviewed their current and future state maps and established a list of items they needed to complete before the move, including prioritizing action items; determining individual process times; identifying constraints; and determining staffing, training, and scheduling needs. In only three months, with NWMOC's assistance, they reduced their cutting-to-shipping time from 8.5 days to 2 days; reduced their lead time from 4 weeks (industry standard) to 2.5 weeks; and increased drapery production from 500 widths per day to 768 per day.

Results:

- * Increased sales by 3 percent in 2006, a 37 percent growth in 4 years.
- * Increased production from 500 widths per day to 768.
- * Reduced lead time 64 percent, from 4 weeks to 2.5 weeks.
- * Reduced cycle time by 99 percent, from 3 days to 11 minutes.
- * Reduced cutting to shipping time 76 percent, from 8.5 days to 2 days.
- * Increased market share.

Testimonial:

"We are service driven to produce and deliver a quality product at a competitive price and provide excellent customer service. We exhaust every effort to satisfy our customers."

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Dan Hannula, General Manager